2004 – 2005

Saskatchewan
Provincial Budget

Performance Plan

104-05157/

Ministers' Message

We are pleased to present the 2004-05 Performance Plan for the Department of Government Relations and Aboriginal Affairs.

Our Department strives to create and maintain respectful, responsive and effective partnerships between governments in Saskatchewan, Canada and abroad. We work intergovernmentally to support the interests and aspirations of Saskatchewan people in Canada. We work with Aboriginal leaders to support the full and equitable participation of Aboriginal people in the Province's social and economic life. We work with municipal governments to strengthen the quality of local governance. We celebrate Saskatchewan's heritage and honour the achievements of our citizens. We work to enhance services to the Province's French-speaking population. We promote Saskatchewan as an immigration destination.

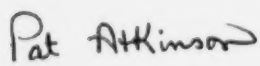
Key initiatives already underway include a collaborative approach to support the development of strong municipalities that will advance economic development opportunities in their communities. We will work with other provinces and the federal government to promote fairness and equity for Saskatchewan people, especially in the manner in which the costs of providing important public services are shared. Exports are critical to the growth and prosperity of the Province and we will work with industry and other governments, both within Canada and internationally, to promote fair market access for our goods and services.

Through initiatives such as the Aboriginal Employment Development Program and the Strategy for Métis and Off-Reserve First Nations People, we are working with Aboriginal people and their leaders to ensure that the growing population of Aboriginal youth has the opportunity to reach their full potential.

We will enhance our focus on immigrant attraction and retention to support our growing labour market, encourage population growth, and advance economic development through business investment.

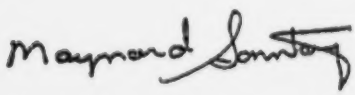
We are proud to be celebrating Saskatchewan's Centennial in 2005 through a major development of Government House Heritage Property.

We commit to complete the actions outlined in the plan and look forward to reporting back with our progress in July 2005.

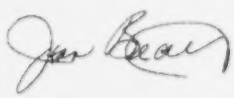


Pat Atkinson
Minister Responsible for Immigration

Len Taylor
Minister of Government Relations



Maynard Sonntag
Minister of Aboriginal Affairs



Joan Beatty
Provincial Secretary

Who We Are

Government Relations and Aboriginal Affairs' (GRAA) mandate is to promote Saskatchewan's interests through management of the Province's relations with other governments, in Canada and abroad, and to work with Aboriginal peoples and their organizations to advance our common interests. The Department works in partnership with communities to support local governance, provide financial and technical support and develop legislation, regulations and other policies to meet the changing needs of municipal governments. The Department also co-ordinates and manages matters related to Government House, French-language services, official protocol, provincial honours, and provides administrative services to the Office of the Lieutenant Governor.

Government Relations and Aboriginal Affairs employs more than 200 people, with offices in Regina, Saskatoon, La Ronge and Buffalo Narrows and is comprised of four divisions, Intergovernmental Relations, Municipal Relations, Aboriginal Affairs and the Provincial Secretary. These divisions work collectively, in an integrated fashion, to fulfill the Department's mandate through delivery of a variety of programs and services.

These divisions work collectively, in an integrated fashion, toward the Department's vision that:

- The citizenship of Saskatchewan people is enriched by:
  - Creating and maintaining respectful, responsive and effective partnerships between governments in Saskatchewan, Canada and abroad
  - The full and equitable participation of Aboriginal people in the Province's social and economic life
  - Celebrating our heritage and honouring our achievements

INTERGOVERNMENTAL RELATIONS

Intergovernmental Relations manages inter-provincial/territorial relations and relations with the federal government to strategically advance Saskatchewan's economic, social and constitutional interests. In addition to this Canadian focus, the Division has an international focus that includes immigration, trade policy and international relations.

Immigration-related services include promoting economic immigration to our Province – enhancing Saskatchewan business opportunities, providing skilled workers and helping to improve settlement and integration services for immigrants and refugees. Trade-policy-related services include policy development and negotiation of market access rules with other governments, both domestic and international. International relations services include

consultation with departments and agencies in the development and implementation of policies and programs for Saskatchewan's relations with foreign governments and international organizations.

The Office of French-language Co-ordination (OFLC) enhances the access of the Francophone community to the provincial government.

MUNICIPAL RELATIONS

The Department works in partnership with 491 urban municipalities, 296 rural municipalities and 24 northern municipalities and their related associations to strengthen local governance for the benefit of Saskatchewan residents. We provide financial, advisory and community planning services. We maintain a legislative and regulatory framework that defines municipal responsibilities and powers in order to balance local municipal autonomy with accountability and the protection of provincial and public interests. We also provide advice to Government on property tax tools, percentages of value for revaluations and the governance and structure of, and funding for, the Saskatchewan Assessment Management Agency. The Department is also responsible for the administration and operations of communities in the Northern Saskatchewan Administration District.

ABORIGINAL AFFAIRS

The Department works with Aboriginal people and communities to increase the participation of Aboriginal people in the social and economic life of Saskatchewan.

Government Relations and Aboriginal Affairs co-ordinates the Strategy for Métis and Off-Reserve First Nations People which integrates action by 12 provincial departments to address education, skills training, work preparation, employment and economic development, and individual and community well-being for Aboriginal people in the Province. Our Aboriginal Employment Development Program (AEDP) helps to increase Aboriginal employment and training opportunities through partnerships involving Aboriginal organizations, unions and public and private sector employers. We administer Saskatchewan's legal obligations pursuant to the Treaty Land Entitlement (TLE) Settlement Agreements. We participate in self-government discussions at tables involving the Federation of Saskatchewan Indian Nations (FSIN), the Meadow Lake Tribal Council (MLTC) and the federal government. The Department participates in bilateral and tripartite processes to examine issues of mutual concern and Métis organizational governance involving the Métis Nation – Saskatchewan (MNS).

PROVINCIAL SECRETARY

The Provincial Secretary includes the Office of the Lieutenant Governor which supports the Lieutenant Governor in carrying out her constitutional responsibilities and her goal to be accessible to the people of Saskatchewan through visits and by attending events and functions.

The Provincial Secretary also includes the Government House Heritage Property which combines a museum, hospitality facility and the offices of the Lieutenant Governor in one of Saskatchewan's premier historic sites, and is preparing a major development project to mark the provincial centennial in 2005.

Through the Office of Protocol and Honours, GRAA is responsible for managing a comprehensive honours and awards program and for organizing a wide range of official visits from diplomats, foreign delegations and members of the Royal Family.

Plan at a Glance

This is the second performance plan publicly released by the Department of Government Relations and Aboriginal Affairs. It reflects the strategic decisions required to guide the Department and builds on the plan released in August 2003. The performance plan will continue to evolve over time as the strategic planning, performance management and public reporting processes mature and stakeholder feedback is incorporated.

The goals and objectives identified in the plan are multi-year in nature. Over time, the Department will work toward achieving its objectives in support of meeting broader long-term goals. For each objective, a series of key actions for the 2004-05 fiscal year has been developed to outline how progress will be made in meeting the objective. In addition, a set of performance measures has been developed that will be used to gauge progress in achieving the objectives.

Following is a summary of the Department's Performance Plan for 2004-05 and beyond. The goals and objectives articulate the outcomes the Department is pursuing, in support of its vision. The performance measures are key tools used to gauge progress toward achieving the objectives. As part of our 2004-05 Annual Report, we will report on actual compared to planned progress in July 2005.

Vision – the citizenship of Saskatchewan people is enriched by:

- creating and maintaining respectful, responsive and effective partnerships between governments in Saskatchewan, Canada and abroad;
- the full and equitable participation of Aboriginal people in the Province's social and economic life; and,
- celebrating our heritage and honouring our achievements.

GOAL #1

The aspirations of Saskatchewan's Aboriginal people are understood and realized within the broader Saskatchewan community

OBJECTIVE 1 – *Aboriginal people are actively engaged in the economic and social life of the Province*

Performance Measures:

- Number of partnership agreements under the Aboriginal Employment Development Program (AEDP)
- Number of Aboriginal people hired in AEDP partnership employer organizations
- Number of people in AEDP partnership employer organizations who receive Aboriginal cultural awareness training
- Number of Aboriginal people hired by AEDP partnership employer organizations who receive work-based training

GOAL #2

Canada's constitutionally recognized communities and people are acknowledged, respected and supported within our Province and federation

OBJECTIVE 1 – *First Nations land matters are resolved*

Performance Measure:

- Number of acres attaining reserve status under Treaty Land Entitlement Agreements

OBJECTIVE 2 – *Enhance the delivery of French-language services in Saskatchewan in sectors important to Saskatchewan's Francophone community*

Performance Measures:

- Per cent of survey respondents indicating they are familiar with the Office of French-language Co-ordination (OFLC) and the services it offers
- Per cent of survey respondents indicating that they are satisfied with the quality of service(s) they receive from the OFLC

GOAL #3

Saskatchewan's social, economic, and constitutional interests are advanced, and its values are recognized and reflected, within a strong, united Canadian federation and within the international community

OBJECTIVE 1 – *Saskatchewan makes maximum use of intergovernmental instruments and fora to ensure that developments within Canadian federalism are: respectful of the constitution; enable the Province to fulfill its responsibilities to citizens; and advance provincial policy priorities and interests*

Performance Measures:

- Under development

OBJECTIVE 2 – *Working within the scope of its jurisdictional responsibilities, Saskatchewan uses immigration as a tool to support its economic and labour market objectives, and works with other governments, stakeholders and communities to help in the effective settlement of immigrants and refugees*

Performance Measure:

- Number of provincial nominees per year under the Saskatchewan Immigrant Nominee Program

OBJECTIVE 3 – *Market access for Saskatchewan's exports is increased in a manner consistent with the Government's economic, social, environmental and Aboriginal development policies/strategies*

Performance Measures:

- Under development

GOAL #4

Respectful, effective municipal-provincial relationships that strengthen the quality of local governance for the benefit of Saskatchewan residents

OBJECTIVE 1 – *Department services and provincial funding that strategically assist municipal governments in governing and meeting the needs of their residents*

Performance Measures:

- Number and per cent of municipalities whose financial reporting statements are compliant with Public Sector Accounting Board (PSAB) standards, filed on time and electronically
- Number and percentage of municipalities with planning bylaws in place

OBJECTIVE 2 – *A respectful and positive relationship between the provincial government and municipal partners and other interest groups*

Performance Measure:

- The level of satisfaction of municipal associations and larger cities with the Department

OBJECTIVE 3 – *A legislative framework that provides clear municipal and provincial responsibilities and balances local autonomy with provincial and public interests*

Performance Measures:

- Under development

OBJECTIVE 4 – *A property tax system that is fair, transparent and understandable and reflects provincial interests*

Performance Measure:

- Per cent of people who have full access to detailed property tax assessment data without having to file an appeal (subject to confidentiality legislation)

GOAL #5

Saskatchewan's identity, heritage and the achievements of our people are honoured, promoted and celebrated

OBJECTIVE 1 – *The Province's recognition programs and symbols are reflective of our Province's diversity*

Performance Measures:

- Proportion of Aboriginal people, women and rural/small urban (including northerners) in Honours and Awards nominations
- The Premier's Award for Excellence in the Public Service (PAEPS):
  - ~ Number of nominations received
  - ~ Number of departments represented in nominations
- The Saskatchewan Protective Services Medal:
  - ~ Number of nominations received
  - ~ Number of eligible agencies represented in nominations

OBJECTIVE 2 – *Government House heritage property is an integral part of Saskatchewan's centennial celebrations*

Performance Measure:

Awareness of Government House Heritage Property

2004-05 Financial Overview

The Department of Government Relations and Aboriginal Affairs is composed of four distinct divisions: Municipal Relations, Intergovernmental Relations, Aboriginal Affairs and the Provincial Secretary. While each division focuses on specific priorities, the work of each division also complements priorities in other divisions.

In 2004-05, total estimated expenditures for the Department are $195 million. The majority of this amount is to provide municipal financial assistance, to provide payments related to the Province's obligations under the First Nations gaming agreements, and for provincial obligations pursuant to TLE Agreements.

The following table outlines departmental spending by function:

2004-05 ESTIMATES	*(thousands of dollars)*
Administration	$ 2,890
Accommodation and Central Services	2,149
Intergovernmental Relations	3,671
Aboriginal Affairs	45,397
Municipal Financial Assistance	132,278
Municipal Relations	4,809
Provincial Secretary	2,851
Saskatchewan Municipal Board	1,060
Total Appropriation	$ 195,105
Capital Acquisitions	-
Amortization	3
Total Expense	$ 195,108

In total, the Department has 209.0 full-time equivalents (FTEs) in 2004-05.

Trends and Issues

Government Relations and Aboriginal Affairs operates in an environment based on relationships with governments, organizations and communities. These relationships provide opportunities to further Saskatchewan's interests in the social, economic and cultural arenas. We are responsible for administering numerous programs and services within a continually changing environment.

GLOBAL/INTERNATIONAL

Increasing international economic integration, or globalization, continues to directly condition Saskatchewan's economic (and social) development prospects – it is the context in which Saskatchewan's intergovernmental relations and trade policies must be strategically oriented. Developing an appropriate response to the security-related dimensions of health and safety (for example, BSE, SARS and international terrorism) has emerged as a key issue globally, in Canada and in Saskatchewan.

NATIONAL

Intergovernmental relations are entering a period of significant challenges and uncertainty. Health care reform/sustainability, addressing the current fiscal imbalance between the federal and provincial/territorial governments and a broad range of economic and social development issues are expected to dominate the intergovernmental agenda. The issue of equity in which Saskatchewan's oil and gas revenue is treated in the equalization program is creating controversy. At the same time, a new Prime Minister, new Premiers in Quebec, Ontario, Newfoundland and Labrador, and several Premiers with recently renewed mandates, and the recent establishment of the Council of the Federation (CoF) and the likelihood of more frequent First Ministers' meetings could lead to significant changes in intergovernmental approaches and priorities.

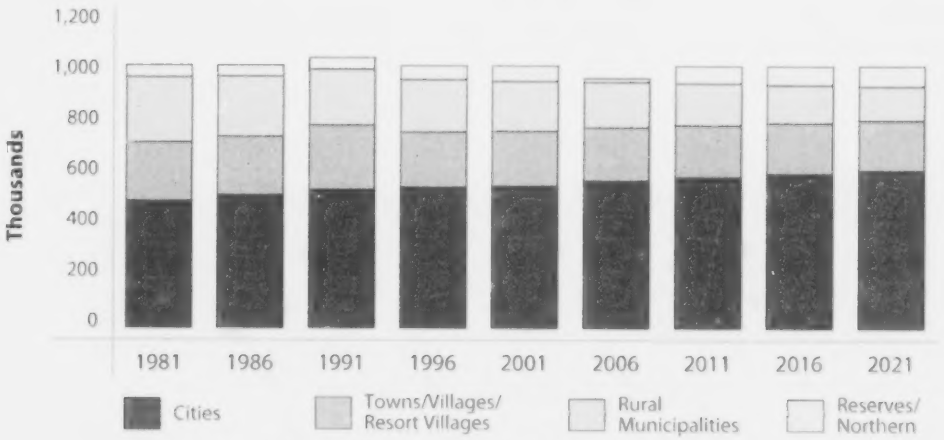
Our work with First Nations and Canada to develop agreements for self-government continues, as does our work with the Métis and Canada. Negotiations with Canada and Meadow Lake First Nations and with Canada and the FSIN are continuing.

PROVINCIAL

As a society in search of a higher quality of life, there are rising expectations from all segments of the population. Residents expect municipalities to maintain their communities' infrastructure, deliver the same or better services and respond to new issues brought about by social and economic change.

Changing demographics and social and economic conditions challenge the capacity of communities to meet developing public expectations and needs. Saskatchewan residents continue to move from towns, villages and rural municipalities to the cities. Communities in northern Saskatchewan continue to grow. There are a growing number of seniors and people of Aboriginal ancestry in the Province and an out-migration of young adults. There are proportionately more seniors living in towns, villages and rural municipalities than there are in cities. The creation of TLE reserves are creating new conditions for municipalities to manage. Within this environment, the Department is working with the municipal sector to develop initiatives that will address municipal capacity and service issues.

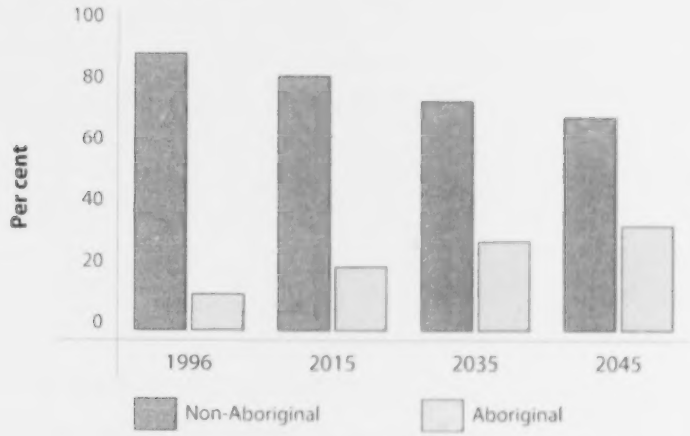
SASKATCHEWAN POPULATION BY MUNICIPALITY TYPE
1981-2021



Source: 1981-2001 Statistics Canada, 2006-2021 Linear Projection

The growing Aboriginal population and related challenges in employment, education, health and social well-being present the Department with many challenges and opportunities. The increasing prosperity and capacity for governance within Aboriginal communities and the young and growing Aboriginal population offers other opportunities for the Department to help secure meaningful change in the lives of Aboriginal people. Aboriginal people represent 13.5 per cent of Saskatchewan's population and are projected to represent 20 per cent by 2015. The median age of the Aboriginal population is 20.1 years of age compared to over 38 for the non-Aboriginal population. The labour force participation rates of Aboriginal youth are dramatically lower than the rate for non-Aboriginal youth. These increasingly important Aboriginal issues require broad-based government strategies and partnerships to address the challenges and opportunities in a timely and constructive way.

SASKATCHEWAN POPULATION PROJECTION



Source: Federation of Saskatchewan Indian Nations – Saskatchewan and Aboriginal People in the 21st Century – 1997

Finally, the Department also sees an opportunity to attract new immigrants to Saskatchewan to address skilled labour shortages arising from demographic challenges: the smallest workforce age population (age 20-64) in Canada combined with the projected loss of 50,000 to 100,000 "baby boomers" to retirement in the next 10 to 15 years.

Saskatchewan has received a small share of Canada's immigration in recent decades, and communities, service and cultural organizations, and businesses have comparatively little experience in attracting and supporting new immigrants so that they settle successfully and become permanent residents in their new communities.

Changes from 2003-04 Performance Plan

In general, the 2004-05 Performance Plan is consistent with the 2003-04 Performance Plan. No changes have been made to the goals and objectives, however, a number of changes have been made to performance measures.

As the performance plan continues to evolve, new measures that provide a more balanced means for readers to assess performance results will be added. For 2004-05, the following performance measures have therefore been added to our plan:

- Per cent of survey respondents indicating that they are familiar with the OFLC and the services it offers
- Per cent of survey respondents indicating that they are satisfied with the quality of service(s) they receive from the OFLC
- Number and per cent of municipalities that file their financial reports on time
- Number and per cent of municipalities that file their financial reports electronically
- Number and percentage of municipalities with planning bylaws in place
- The level of satisfaction of municipal associations and larger cities with the Department
- Per cent of people who have full access to detailed property tax assessment data without having to file an appeal
- The Saskatchewan Protective Services Medal:
  - Number of nominations received
  - Number of eligible agencies represented in nominations

The following performance measure that was published in our 2003-04 Performance Plan has been removed and replaced in our 2004-05 plan with measures that more accurately gauge our progress in meeting the related objective:

- Number of transit vehicles replaced annually

Goals, Objectives, Actions and Measures

This section identifies where the Department is headed through a description of its goals and objectives for 2004-05 and beyond. Key actions that will be undertaken by the Department in 2004-05 to achieve its objectives are also listed. Finally, performance measures are included so the public will be able to gauge the Department's progress in advancing its objectives.

GOAL #1

The aspirations of Saskatchewan's Aboriginal people are understood and realized within the broader Saskatchewan community

***OBJECTIVE 1** – Aboriginal people are actively engaged in the economic and social life of the Province*

Given the current and projected demographics in the Province, GRAA is working to increase the level of Aboriginal participation in all aspects of Saskatchewan's society. Aboriginal youth are participating in the workforce at a rate of 39 per cent, compared to a 71 per cent participation rate for non-Aboriginal youth. The comparatively low median age of Aboriginal people in Saskatchewan at 20 years of age, and the projected increase of the proportion of Aboriginal people in the Province to 20 per cent over the next 10 to 12 years are important trends that must be addressed. Engaging Aboriginal people and creating representative participation in the workforce, education systems and the private and public sector economies will ensure the Province can build and expand its economy into the future.

Key Actions for 2004-05

- Monitor, co-ordinate and manage the implementation of the interdepartmental Strategy for Métis and Off-Reserve First Nations People.
- Implement the Representative Workforce Strategy aimed at building a workforce representative of the Aboriginal population under the AEDP (with increased funding in 2004-05, AEDP will expand and develop new initiatives in existing partnerships and build new partnerships with Saskatchewan employers, labour organizations, education institutions and Aboriginal organizations).
- Provide financial support to urban Aboriginal community-based organizations and provincial Aboriginal women's organizations.
- Continue negotiation toward an on-reserve final self-government agreement with Canada and the FSIN.
- With Canada and the MLTC, continue negotiations toward a final on-reserve agreement for self-government.
- With Canada and MLTC, continue negotiations toward a framing agreement (memorandum of understanding) on traditional territories and non-resident citizens.

- Facilitate and manage provincial involvement in the Métis Bilateral Process Agreement with the MNS.
- Participate with Canada and the MNS in the Tripartite Process toward accountable Métis organizational governance.

What are we measuring?	**Where are we starting from?**
Number of partnership agreements under the Aboriginal Employment Development Program (AEDP)	52 *[February, 2004]*

GRAA enters into voluntary partnership agreements with private and public sector employers, training institutions and First Nations and Métis organizations. The employer partnerships help ensure Aboriginal people get the training they need to compete for and obtain jobs in Saskatchewan workplaces, remove barriers to employment and retention, and identify and develop business opportunities. Each new partnership increases the number of employment opportunities for Aboriginal people. Increased partnership agreements are dependent on the level of promotion of the program and employer interest in the program.

What are we measuring?	**Where are we starting from?**
Number of Aboriginal people hired in AEDP partnership employer organizations	1,734 *[March 31, 2003; latest data available]*

This measure quantifies the number of people who have been hired in partnership employer organizations under the AEDP. The measurement results are a cumulative total of all partnership hires since 1997-98. The program does not hire people. Through the partnerships with employers, the program influences the hiring and workplace practices of partners and communicates opportunities to Aboriginal people and organizations. The number of people hired is dependent on employer's hiring plans and the number of Aboriginal people applying for jobs.

What are we measuring?	**Where are we starting from?**
Number of people in AEDP partnership employer organizations who receive Aboriginal cultural awareness training	4,079 *[March 31, 2003; latest data available]*

An important component of workplace preparation involves dispelling myths and misconceptions about Aboriginal people to ensure a welcoming, respectful environment. This is supported through Aboriginal cultural awareness education. A positive, respectful workplace enhances the employer's ability to recruit and retain Aboriginal employees. Increasing the number of individuals receiving cultural awareness education is dependent on the partner organization's ability to offer the education.

What are we measuring?	**Where are we starting from?**
Number of Aboriginal people hired by AEDP partnership employer organizations who receive work-based training	929 *[March 31, 2003; latest data available]*

A number of partnership employers conduct work-based training programs for potential employees. Entry level and accredited work-based training (often in the health sector), as opposed to on-the-job training, helps potential employees develop specific job skills that are marketable across the employment sector and beneficial when competing for jobs. The majority of people who have received training have been hired in the partnership organizations. Increasing the number of work-based training recipients is dependent on the partner organizations' ability to offer training.

GOAL #2

Canada's constitutionally recognized communities and people are acknowledged, respected and supported within our Province and federation

***OBJECTIVE 1** – First Nations land matters are resolved*

First Nations land matters are facilitated, managed and resolved in accordance with the provincial government's obligations under TLE Agreements signed with the federal government and First Nations. In total, 29 Entitlement First Nations will receive $539 million over 12 years from Canada and Saskatchewan to purchase up to two million acres of land to add to their reserves.

The TLE process exists because First Nations did not, in all instances, receive the land that was promised to them in the Treaties. The Government of Saskatchewan has a legal obligation to work in partnership with the Government of Canada and First Nations to provide land, as stipulated in the *Natural Resources Transfer Agreement (1930)*. While Status Indians presently comprise around nine per cent of the people of Saskatchewan, reserve land, when the TLE process and specific claims are concluded, will comprise less than three per cent of the provincial land base.

TLE supports greater economic and social independence for First Nations and provides economic development opportunities for all members of the Province.

Key Actions for 2004-05

- Co-ordinate the implementation of the Province's obligations arising from the TLE Agreements.
- Negotiate new Treaty Land Entitlement Agreements, as necessary.

What are we measuring?	Where are we starting from?
Number of acres attaining reserve status under Treaty Land Entitlement Agreements	596,010 *[January 2004]*

As reserves increase in size, First Nations have more opportunities to initiate economic development projects, which lead to increased economic viability for First Nations members. The number of acres attaining reserve status is dependent on the desire of individual First Nations to select lands.

***OBJECTIVE 2** – Enhance the delivery of French-language services in Saskatchewan in sectors important to Saskatchewan's Francophone community*

The Government of Saskatchewan recognizes that equitable access to provincial government services in French is essential to sustaining the Francophone community's development and its ability to maintain its contribution to the social, economic and cultural development of Saskatchewan. The Fransaskois community has a blueprint for community development called the Plan de développement global (PDG). The PDG is a comprehensive development plan that outlines a vision, mission, values, operational sectors, activity sectors and desired outcomes. The eight priority activity sectors are: arts, culture and heritage; communications; economic development; education; home and spirituality; politics and law; health; and sports and recreation.

Key Actions for 2004-05

- Consult with departments and key agencies to develop a workable timeframe, realistic guidelines and pilot projects as the initial steps in the implementation of the Government of Saskatchewan French-language Services Policy.
- Prepare the annual report detailing progress in achieving the service goals as set out in the French-language Services Policy.
- Maintain effective consultation between the Government of Saskatchewan and the Fransaskois community through a minimum of four meetings per year of the Provincial Government-Francophone Community Joint Liaison Committee on French-language Services.

- Facilitate partnerships with the Fransaskois community and support achievement of service goals under the French-language Services Policy through regular meetings of the OFLC Department Liaison Network.
- Ensure effective use of funding provided under a renewed Promotion of Official Languages Agreement for provincial French-language services initiatives.
- Collaborate with federal, provincial and territorial counterparts on establishing mechanisms to facilitate joint/multilateral French-language services initiatives.

What are we measuring?

Per cent of survey respondents indicating that they are familiar with the OFLC and the services it offers (broken down by stakeholder group)

Where are we starting from?

Federal government	77%
Provincial government	90%
Francophone community	85%

[December 2003]

The level of awareness of key stakeholders was determined to be one of two sets of data that were the most accessible, affordable and relevant. This data is linked to the objective because the effectiveness of OFLC's work as a central co-ordinating agency is key to enhancing the delivery of French-language services in the Province. In order for the OFLC to be effective in this role, all stakeholders must first be aware of and understand the OFLC's function.

The OFLC interacts on a regular basis with three sets of key stakeholders: Fransaskois community organizations, provincial civil servants, and federal employees in Saskatchewan. The OFLC works with provincial departments and agencies and the Fransaskois community to align opportunities for service enhancement with identified needs. The OFLC also pursues opportunities with federal counterparts, given that the federal government remains an important partner for French-language initiatives in the Province.

The Office of French-language Co-ordination sent out a Stakeholder Awareness and Satisfaction Survey by e-mail in December 2003 to the three groups identified above. There were 263 possible participants. The overall response rate was 32 per cent. The breakdown by stakeholder group was: federal government 16 per cent, provincial government 48 per cent, and Francophone community 21 per cent.

What are we measuring?	Where are we starting from?	
Per cent of survey respondents indicating that they are satisfied with the quality of service(s) they receive from the OFLC [broken down by stakeholder group]	Federal government	54%
	Provincial government	79%
	Francophone community	46%
	[December 2003]	

The level of satisfaction of key stakeholders is the second of the two sets of data that were the most accessible, affordable and relevant. It represents another element needed for the OFLC to be effective in its central, co-ordinating role. Stakeholders must see OFLC involvement as value-added and this can be measured by their level of satisfaction with the services provided. The level of satisfaction was measured using the same December 2003 survey mentioned in the previous measure.

GOAL #3

Saskatchewan's social, economic, and constitutional interests are advanced, and its values are recognized and reflected, within a strong, united Canadian federation and within the international community

***OBJECTIVE 1** – Saskatchewan makes maximum use of intergovernmental instruments and fora to ensure that developments within Canadian federalism are: respectful of the constitution; enable the Province to fulfill its responsibilities to citizens; and advance provincial policy priorities and interests*

Within the federation, the actions and policies of the federal government, and other governments, impact on Saskatchewan. It is important that Saskatchewan manage its intergovernmental relations in a fashion that impacts positively on these actions and policies, while at the same time supporting provincial interests and objectives, and minimizing risks and costs to the Province.

Key Actions for 2004-05

- Ensure that Saskatchewan is fully prepared to address various institutional proposals for reforming the practice of federalism. More specifically, for 2004-05, emphasis will be focused around the negotiation and delivery of an intergovernmental workplan for the newly established CoF and responding to new forums and approaches to federal-provincial relations that could be established by the new Prime Minister.
- Work with the Department of Finance to ensure that the work of the new Secretariat on Fiscal Imbalance is integrated with the work of the CoF in a fashion that advances Saskatchewan's interests (both vertically and horizontally) in ongoing developments in federal-provincial fiscal relations.
- Act in an advisory capacity to the Premier and Ministers at various intergovernmental forums, including First Ministers' Meetings and the CoF.

- Improve the strategic focus of the Province's international relations by working with departments and agencies in the development and implementation of a framework document and positioning work plan for target countries.
- Manage a proactive intergovernmental engagement initiative to advance provincial interest in the U.S., including staffing the Premier's annual meetings with western Governors and successfully promoting and hosting the U.S.-based Midwestern Legislative Conference in 2005 (supporting the Office of Protocol and Honours, the Speaker's and Legislative Assembly offices, Saskatchewan Tourism offices and the private sector in this respect).
- Staff the Premier and Minister on international missions involving intergovernmental or multi-sectoral interests.

What are we measuring?

Under development

Where are we starting from?

Under development

OBJECTIVE 2 *– Working within the scope of its jurisdictional responsibilities, Saskatchewan uses immigration to support its economic and labour market objectives, and works with other governments, stakeholders and communities to help in the effective settlement of immigrants and refugees*

As in other small provinces, Saskatchewan's share of immigration to Canada has dropped significantly over the past two decades. While immigration is primarily a federal responsibility, the Province can take actions to attract more skilled workers and economic immigrants, primarily through the SINP. This can contribute to meeting Saskatchewan's labour market needs, its economic development, and its diversity. Under the SINP, Saskatchewan can define its own immigration priorities and selection criteria, and attract the type of immigrants it needs to address labour market and economic goals. Saskatchewan nominates prospective immigrants to the federal government who are reviewed by the appropriate federal visa post for health, security and criminality concerns. If no concerns are found, the visa post issues a permanent residence visa to the applicant enabling him or her to move to Saskatchewan. The Department also works with service organizations and other federal and provincial departments to co-ordinate efforts to help settle and retain immigrants and refugees when they arrive.

Key Actions for 2004-05

- Address current and long-term labour market needs and economic development opportunities through SINP initiatives:
  - ~ Promotion and recruitment efforts in key overseas countries to attract skilled workers and farmers; increased promotion to Saskatchewan employers;
  - ~ Testing an immigration model for low and semi-skilled occupations;
  - ~ Developing an avenue for nominating foreign students gradu... ...g in Saskatchewan who obtain work here; and,
  - ~ Developing a new database to track and monitor SINP applications and nominees.
- Consider the feasibility of further expansion of the SINP recommended in the September 2003 *Open Up Saskatchewan!* Report of the Premier's Legislative Secretary for Immigration, or other expansion options.
- Re-negotiate a five-year immigration framework agreement with the federal government and additional agreements that will help attract foreign students to Saskatchewan institutions.
- Work with government and non-government agencies represented in the Provincial Planning Council, four local Co-ordinating Committees and the Saskatchewan Association of Immigrant Settlement and Integration Agencies (SAISIA) to address information sharing, program co-ordination and other issues affecting immigrant settlement and retention in the Province, and develop Saskatchewan proposals for submission to the federal Enhanced Language Training Program for multi-year funding to design and implement language training and employment services in Saskatchewan.

What are we measuring?	**Where are we starting from?**
Number of provincial nominees per year under the Saskatchewan Immigrant Nominee Program	148 *[January, 2004]*

The SINP is Saskatchewan's only directly administered immigration program. All other immigrants enter under federally administered immigration classes. Saskatchewan's level of nominees is affected by the level of growth and job creation in the Saskatchewan economy, and by competition from other provinces and countries who are also facing labour market shortages and attempting to attract immigrants. Take-up of the program is also affected by the length of federal case processing times, which can make it difficult to meet the needs of Saskatchewan employers in a timely manner.

***OBJECTIVE 3** – Market access for Saskatchewan's exports is increased in a manner consistent with the Government's economic, social, environmental and Aboriginal development policies/strategies*

Saskatchewan is one of the most trade-oriented provinces in Canada - 67 per cent of all the goods and services it produces are exported either to international or other Canadian markets. As the Province's formal economic development strategy, Partnership for Prosperity, recognizes, negotiating enhanced and secure access to other markets is essential to the Province's current and future economic performance. However, it is important that such access is supportive of other provincial development objectives.

Key Actions for 2004-05

- Identify/achieve Saskatchewan's objectives in priority international and domestic trade negotiating forums.
- Successfully defend/advance Saskatchewan measures/interests in priority trade disputes.

What are we measuring?	**Where are we starting from?**
Under development	Under development

We are continuing work on a measure to gauge client satisfaction with trade policy services provided.

GOAL #4

Respectful, effective municipal-provincial relationships that strengthen the quality of local governance for the benefit of Saskatchewan residents

***OBJECTIVE 1** – Department services and provincial funding that strategically assist municipal governments in governing and meeting the needs of their residents*

Municipalities benefit from provincial advisory and technical assistance and funding in order to meet the needs of their residents. The Department works with the Saskatchewan Association of Rural Municipalities (SARM), the Saskatchewan Urban Municipalities Association (SUMA), the Rural Municipal Administrators Association of Saskatchewan (RMAAS), the Urban Municipal Administrators Association of Saskatchewan (UMAAS), and the Saskatchewan Association of Northern Communities (SANC) to build planning and administrative capacity in municipalities and provide funding to ensure provincial and public interests are protected. The Department assists municipalities in the key areas of building municipal leadership and administrative skills, compliance with legislation, regulations and financial requirements, and developing community land use plans and zoning bylaws, and provides funding to address critical municipal infrastructure needs, such as water and sewer, and for municipal services.

Key Actions for 2004-05

- Address critical municipal infrastructure needs (water and sewer, transportation and others):
  - The remaining $28 million of federal-provincial funding under the Canada-Saskatchewan Infrastructure Program (CSIP) will be allocated. $18 million will be allocated to municipal applications, of which the majority will go to address critical water and sewer needs. Also, $10 million under the strategic component of CSIP will be allocated, from which up to $2 million will be allocated to northern water and sewer projects
  - Under the Northern Water and Sewer Program, $6.5 million will be allocated to 17 water projects and seven sewer projects in northern Saskatchewan, of which $2 million will be CSIP funding
  - $800,000 will be available under the Northern Emergency Water and Sewer Program for emergency repairs to water and sewer systems
  - $283,000 will be made available for providing engineering operating and maintenance expertise and advice to northern communities on their water and sewage systems
  - Provide funding to support the Meewasin Valley Authority with the green space development associated with the South Downtown Riverfront Development Project and to the Regina Exhibition Park for a new multi-purpose facility
- Provide municipalities with an additional $10 million in revenue sharing for a total of $85 million in revenue sharing.
- Implement new revenue sharing formulas to distribute funding within urban, rural and northern pools for municipalities.
- Continue to negotiate the urban development agreements and sub-agreements to address priority areas based on intergovernmental co-ordination of the three levels of government.
- Implement initiatives to support voluntary restructuring. Specific initiatives are to be determined in consultation with the municipal sector.
- Assist municipalities to comply with legislation, regulations and financial reporting.
- Build municipal capacity by enhancing municipal governance and administration learning opportunities by implementing:
  - the municipal leadership development program
  - the northern education plan
  - e-learning opportunities
  - the results of a review of post secondary certification of administrators

- Focus providing services to municipal officials and the general public through web-based resources, including:
  - on-line planning and advisory information
  - on-line regulatory reviews
  - portals to other information and services
- Continue to consult with the municipal sector and undertake discussions when approached by the federal government on alternative revenue sources.
- Enhance northern planning services.

What are we measuring?

Number and per cent of municipalities whose financial reporting statements are compliant with the PSAB standards, filed on time and electronically [broken down by southern and northern municipalities]

Where are we starting from?

Compliance with PSAB
538 or 72% for southern
0 or 0% for northern

Filed on time
745 or 93% for southern
7 or 30% for northern

Filed electronically
0 or 0% for southern
0 or 0% for northern

[2002, latest data available]

Financial information is to be compliant with PSAB standards. The Canadian Institute of Chartered Accountants sets PSAB accounting standards for public sector financial reporting. The Provincial Auditor has repeatedly called for these standards. Filing information that meets the PSAB standards and is on time (by June 1 for rural municipalities, July 1 for small urban municipalities and September 1 for cities, of the following year) contributes to timely municipal accountability and transparency to the ratepayers and good local government. Electronic information is more efficient. This information is also used by the Department to allocate funding to the municipalities. The Department monitors the financial information to ensure it is filed in accordance with the legislation, follows up on missing reports and assists the municipalities in filing the required information. Penalties can be applied if there is non-compliance.

What are we measuring?	Where are we starting from?
Number and percentage of municipalities with community planning bylaws in place	416 (51%) *[2002, latest data available]*

A community plan can provide a vision of community goals, objectives and principles that can contribute to building stronger communities. While municipalities are not required to have community planning bylaws, effective planning can co-ordinate infrastructure and services, support accountability and transparency, encourage economic development and promote sustainable environmental resource management. The Department is responsible for promoting and overseeing community planning and development policies in Saskatchewan that facilitate economic opportunities through municipal and community development processes. Some municipalities may not have the capacity or resources to develop and administer municipal planning bylaws. The Department will be providing training sessions, workshops and guidance to municipalities on development and zoning issues.

OBJECTIVE 2 – *A respectful and positive relationship between the provincial government and municipal partners and other interest groups*

A respectful and positive relationship is needed between the provincial government and its municipal partners and other interest groups to be able to work together in a collaborative manner to ensure that the needs of Saskatchewan residents are met. The Department works with SUMA, SARM, SANC, PARCS, RMAAS, UMAAS, the cities and other organizations to ensure mechanisms are in place for open communication.

Key Actions for 2004-05

- Implement a strategy to build on the improved provincial-municipal relationship.
- Renew the municipal-provincial roundtable, transforming it into a planning, consultation and results-focused forum to address issues that are of importance to the municipal sector, and co-ordinate a maximum of six forums and northern roundtables.
- Co-ordinate a minimum of three formal sessions of the department-municipal steering committee of senior executives to develop programs, services and partnerships.
- Continue to work with municipal partners to address municipal governance and administration issues.
- Implement a co-ordinated strategy for consultations on matters that impact the municipal sector.

What are we measuring?

The level of satisfaction of municipal associations and larger cities with the Department

Where are we starting from?[1]

78% were satisfied with the way Municipal Relations shared information

78% were satisfied with Municipal Relations' formal and informal consultations

82% were satisfied with the partnership and joint initiatives between Municipal Relations and municipal partners

86% were satisfied with Municipal Relations' participation in municipal partners' events

84% were satisfied with the working relationship between Municipal Relations and municipal partners

[February 2004]

Municipal associations' and larger cities' satisfaction with the Department in these key areas has been determined by independent interviews. Nineteen interviews were undertaken by an outside consultant. The level of municipal satisfaction in these key areas indicates to what extent there is a respectful and positive relationship between the Department and the municipal partners.

1 The consultant that conducted the survey indicates that these ratings are quite high, mainly due to improved relations between the municipal sector and government. Survey participants stated that if the survey had been conducted two years ago, the ratings would have been substantially lower.

OBJECTIVE 3 *– A legislative framework that provides clear municipal and provincial responsibilities, and balances local autonomy with provincial and public interests*

For efficient and effective government, it is important that the roles and responsibilities of local governments and the provincial government are clearly defined in legislation, that local governments have the authority and flexibility to deal with local issues and that provincial involvement is removed where there is no overriding provincial interest. At the same time, local governments should be accountable and public interests must be protected. The Department consults with SARM, SUMA, RMAAS, UMAAS, SANC, the cities and other organizations regarding legislative changes.

Key Actions for 2004-05

- Conduct consultations on and develop a consolidated municipal act.
- Conduct consultations on and work towards a new planning act for the 2005 legislative session.
- Make amendments to *The Lloydminster Municipal Amalgamation Act* and enact a new Lloydminster Charter.
- Implement regulations on public reporting of pricing and capital investment information on municipal waterworks.

What are we measuring?	Where are we starting from?
Under development	Under development

OBJECTIVE 4 – *A property tax system that is fair, transparent and understandable and reflects provincial interests*

Each year, approximately $1.1 billion is collected by municipalities in municipal and school property taxes. It is important that the property tax system is fair and that Saskatchewan people understand the property tax system and how their property taxes are determined. The Department works with SUMA, SARM, UMAAS, RMAAS, SAMA and commercial and residential groups to ensure appropriate tax tools are available to the municipalities and to set percentages of value for revaluations, and to provide advice to Government on the funding, structure, transparency and accountability of SAMA.

Key Actions for 2004-05

- Provide new SAMA funding and governance changes to ensure a sustainable and stable assessment system, as recommended by the Boughen Commission.
- Set percentages of value for 2005 revaluation that are applied to property assessments to calculate municipal and school property taxes.

What are we measuring?	Where are we starting from?
Percentage of people that have full access to detailed assessment data without having to file an appeal (subject to confidentiality legislation)	18% *(2003)*

Currently, there are seven assessing authorities serving municipalities across the Province. For 2001, none of the assessing authorities provided full public access to detailed assessment data (exception – the City of Regina allowed access to residential information only). In 2002, due to Court of Queen's Bench and Board of Revision challenges, all data was made accessible once an appeal was launched.

With full access to the detailed assessment information, property tax payers can determine how the assessor calculated the fair value of their property. This is consistent with the principle of transparency. Transparency of information strengthens the property taxpayers' understanding of the assessing authorities' determination of their fair value assessment.

Property taxpayers can use this information to determine whether their property was valued fairly and accurately and whether an appeal should be undertaken.

GOAL #5

Saskatchewan's identity, heritage and the achievements of our people are honoured, promoted and celebrated

***OBJECTIVE 1** – The Province's recognition programs and symbols are reflective of our Province's diversity*

It is important to have recognition programs and symbols in our society. Symbols officially represent who we are as Saskatchewan residents and what our economy and society are about. Recognition programs are a way of bestowing public recognition on deserving citizens who contribute to the well-being of us all. Our recognition programs and symbols should be reflective of the diversity of our society.

Key Actions for 2004-05

- Co-ordinate, promote and manage the Saskatchewan Protective Services Medal.
- Actively promote, co-ordinate and manage the Premier's Award of Excellence in the Public Service to all eligible departments and agencies.
- Plan and implement further development of honours and awards, including a Centennial medal.
- Manage Centennial plans as they relate to Government Relations and Aboriginal Affairs' mandate, in conjunction with the Department of Culture, Youth and Recreation.

What are we measuring?

Proportion of Aboriginal people, women and rural/small urban in Honours and Awards nominations

Where are we starting from?

Aboriginal – 5%
Women – 37%
Rural/small urban – 27%
[March 31, 2003, latest data available]

Our population is comprised of a number of diverse groups, among them Aboriginal people, women and those in rural and small urban areas. 2001 statistics indicate that 53 per cent of Saskatchewan's population lives in urban (13 cities) and 47 per cent live in rural Saskatchewan. By measuring the number of nominations received from these various groups for the Saskatchewan Order of Merit and the Saskatchewan Volunteer Medal, we will have an indication of how well these programs reflect the diversity in our population.

What are we measuring?

The Premier's Award for Excellence in the Public Service:

- Number of nominations received
- Number of departments represented in nominations

Where are we starting from?

41 nominations from
16 departments/agencies
[2003-04]

Our public servants come from a variety of backgrounds. By measuring the number of nominations received and the number of awards bestowed, we will have an indication of whether this program reflects the diversity of departments within the public service. We anticipate the number of nominations will increase each year.

What are we measuring?

The Saskatchewan Protective Services Medal:

- Number of nominations received
- Number of eligible agencies represented in nominations

Where are we starting from?

Data is being tabulated

Individuals who work in areas that protect Saskatchewan people and property come from a diverse population throughout the Province. By measuring the number of nominations received and the number of awards bestowed, we will have an indication of how this program reflects the diversity of agencies within the Province.

OBJECTIVE 2 *– Government House Heritage Property is an integral part of Saskatchewan's centennial celebrations*

Commemoration of historical information and artifacts is an important way to honour our past. Government House Heritage Property is a National Historic Site that had a significant role in shaping the political and social character of Western Canada as it developed during the late nineteenth and early twentieth centuries. Government House is a working museum that serves as a landmark and legacy for residents of Saskatchewan.

Key Actions for 2004-05

- Produce media (radio, print, signage, bill boards) ads promoting, marketing and celebrating Government House as a tourism destination point.
- Poll Saskatchewan residents to ensure promotional materials are broad-based and educational.
- Expand Government House with a major addition completed, opened and celebrated during the provincial centennial year.
- Build an interpretive centre within historic Government House completed for the provincial centennial year.
- Restore the seven acre Government House grounds to an Edwardian design developed circa 1900.

What are we measuring?	**Where are we starting from?**
Awareness of Government House Heritage Property	51% *[January 2002, latest data available]*

This measure quantifies the number of survey respondents in a public opinion poll that indicate that they were aware of the Government House Heritage Property.

Construction of the centennial addition is already drawing considerable public attention to Government House Heritage Property. The new development will be a key Saskatchewan Centennial Project. The "grand opening" of the Government House Centennial project by the Queen will take place in May 2005 during the centennial year. This will clearly enhance Government House's visibility and profile.

Where to Obtain Additional Information

Additional information about Government Relations and Aboriginal Affairs (GRAA) is available on the Department's website, and can be viewed on the Internet at: www.graa.gov.sk.ca.

The website includes both general and more detailed information about the Department and its programs and services.

For further information about GRAA or to provide feedback about the Department's Performance Plan for 2004-05, please contact us:

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